

Assimilation Coaching

The First 90 Days Of A New Senior Executive Position

There is currently more and more pressure for new senior executives to organizations to hit the ground running, and to perform quickly.

The assimilation coaching programme is designed to support senior executives to quickly establish and embed themselves into a new role or culture. In order to achieve maximum impact within the first 3-6 months, by ensuring that the first 90 days are a success and that the honey moon period is fully exploited.

The first 90 days of the new role are the critical period for the role holder, and is what we call the “taking hold” period.

In this period the new executive is rarely forgiven for making a wrong decision in the first 6 months. A wrong decision in this context is defined as one where the executive has not got sufficient “buy-in” from their colleagues and bosses.

There are three main reasons why executives often fail to cope adequately with those first 3 months:

- They do not realize the urgency of establishing their own authority within that time period
- They often fail to understand their new corporate culture or the need to adapt to it
- They try to do things in the way that they are used to from previous organisations

The Assimilation Coaching Programme

JSS Management Consultants work with the new executive so that they are seen by their new colleagues and bosses to be decisive; strategic; willing to take a leadership role; and work in a transformational style as well as at the more detailed, operational level.

This programme is designed to achieve this by helping the senior executive to:

- Shorten the time it takes to learn how the organisation operates
- Create credibility with all colleagues by showing calm analysis of situations
- Identify opinion leaders in the new organisation and make them your allies
- Identify significant strategic and operational changes, & implement & monitor these changes
- Identify the key stakeholders within the organisation & how to influence them
- Evaluate the capabilities of their teams & the resources available
- Set the expectations of colleagues & teams, and not create false expectations
- Identify quick wins within the first two months
- Identify significant strategic operational changes and implement & monitor results

In delivering these benefits to the individual, the return on investment for the organisation includes:

- Greatly improving the individual's chances of being successful long term
- Realises the value of the cost of recruitment
- Improves retention
- Provides competitive advantage

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The Assimilation Framework

The Assimilation Framework is a distillation of the experience gained in helping hundreds of executives to successfully enter new positions, supported by research into organisational change, leadership transition and succession planning.

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1. **Assessment** – of the new role, organisational culture & strategic objectives against the individual's skills, competencies and leadership traits.

Identification of the opinion formers and key stakeholders in the new organization.

2. **Development** - through a 5 stage process: Taking hold; Immersion; Reshaping; Consolidation; Refinement
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3. **Planning** – creating an action plan that enables the individual to listen & evaluate current climate & the organisation's history; establish critical short-term priorities; match their skills to the organisation's needs; take early action to establish credibility
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4. **Implementation** – Ongoing face to face coaching to support the implementation of the action plan & review progress
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Coaching Code Of Conduct

We are committed to maintaining & promoting best practice. We operate to a Coaching Code of Conduct which:

- ensures the highest standard of professionalism at all times
- creates the safest environment for individuals to be coached within
- promotes best professional practices